



The Eagle

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Missile hitting missile: a tough game to play

THAAD is still the favored player

by LuAnne Fantasia
Huntsville, Ala.

It wasn't a setback. It was one in a series of tests. To be sure, the THAAD isn't in production. It's still under development.

Flight 09 of the Theater High Altitude Area Defense had a date with a moving target late last month—a rendezvous with a Hera target missile.

Although it didn't nail the desired in-your-face hit-to-kill, Project Manager Col. Lou Deeter is proud of THAAD achievements thus far, "and we continue to learn with each flight.

"The Hera target was going over 3000 feet per second. The THAAD interceptor was moving over 3000 feet per second, and even with a small nozzle malfunction, we still came within 35 feet of a kill. That's remarkable," Deeter said.

The THAAD is needed to protect troops against missiles that could carry nuclear, biological or chemical warheads.

"There is an existing threat that only THAAD can counter," Deeter added, avoiding specific details. Other sources say, however, that the new threat is from short- and medium-range ballistic missiles that fly far, fast and high—unlike the cheap and dumb Scuds that Iraq used during Operation Desert Storm in '91.

Only so much can be learned from computer simulation. Although THAAD's political support is strong and although it still holds congressional recognition as a vital theater missile defense system, naysayers and Monday morning quarterbacks foster a zero tolerance attitude toward a crucial phase of any prototype: *live fire testing*.

"A lot of things that had to happen, did happen," Deeter said.

THAAD's radar had to locate and track the target. *Check*.

Its communications system—battle manager—had to compute a plan for the interceptor to fly and track. *Check*.

Radar had to communicate that plan to the missile as it flew. *Did that*.

The launcher (fully operated by soldiers) had to launch the missile, and the missile had to fly properly. *Check*.

Target had to work. *Hera Target*



Courtesy photo

The THAAD missile (center) spirals upwards toward the HERA target (right); both moving at a speed of 3,000 feet per second. THAAD's missile came within 35 feet of a hit-to-kill before a (probable) nozzle failure in the thruster.

“
**A lot of things
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-- Col. Lou Deeter
THAAD Project Manager

worked.

Deeter said that, while the missile got

into the end game, it did not achieve intercept, probably due to one failed nozzle [for the liquid fuel] in the thruster. Nine others worked properly. He said Lockheed Martin is investigating why the nozzle failed, with full cooperation from Boeing Corporation, which manufactures the thruster.

Deeter said the THAAD program developed from a technology program at the U.S. Army Space and Missile Defense Command, with a combined team of government and industry people.

"We are disappointed we didn't hit

the target but pleased to show the results of many, many people's efforts," Deeter said.

"White Sands Missile Range [N.M.] had 527 people supporting this test. Lockheed Martin, Raytheon, and all their subcontractors, along with SMDC, AMCOM, the PEO for Air and Missile Defense, and the THAAD Project Office—all participate in this development," he said.

The THAAD team's play book calls for four more live fire tests—one as early as next month—and for the first unit equipped by the year 2007.

Coming soon
through a
coordinator
near you

by LuAnne Fantasia
Huntsville, Ala.

As a result of a fast-paced tempo, the command has launched its Army Family Action Plan.

The AFAP is a 16-year-old, Armywide program, that affords soldiers, civilian employees and family members the opportunity and road map to effect significant changes.

“Anytime a person has a voice in something, they can make a difference,” said Barbara Mantia, a senior spouse advisor for the command’s AFAP program. Her husband is Command Sgt. Maj. Frank Mantia.

“The Army is the only service that has this program and over the years I have witnessed some significant changes brought about directly

through the AFAP,” she said, two of which are extended hours at post facilities—including day care centers—and revised civilian sick leave policies, including sick leave for family care.

“Members of an organization can present concerns and needs to their local AFAP coordinator, at their own level,” she explained. “Those issues are sometimes resolved at the local installation level, or at the major Army command level [such as SMDC]. Sometimes they have a broader impact, and are elevated to the Department of Army level and effect changes to Army regulations.

“A soldier’s or a civilian employee’s voice in an issue can have a local impact or a military wide impact,” Mantia stressed.

Coordinators have been selected from each major subordinate element of the command, and they recently met in the Arlington, Va., office for a fast-paced but all-inclusive day of training from two AFAP experts. Sandra Vlcek is the chief of the Army Family Action Plan office in Alexandria, Va., and Tricia Brooks—AFAP issues manager—sits at Fort Bragg, N.C.

Portia Davidson, the command’s AFAP coordinator, is one of 19 coordinators across the Army’s major

commands. She’s a high-energy mover and shaker who has introduced AFAP and made it work in another major Army command, and she is already making it happen across SMDC’s thousands of miles.

“We’re a relatively small command, but a widespread and diverse one,” Davidson said. “But we can still implement an Armywide program, and we’re on our way. The coordinators here today have already taken the first step toward making a positive difference. They’re enthusiastic and committed, and they will make the AFAP work in our command.”

Program coordinators are Don Mathis, Cris Foster, 1st Sgt. Ozel Robertson, Gloria Flowers, Master Sgt. William Peeler, and Regina Campbell.

Lt. Gen. John Costello, commanding general, told the coordinators, “This is not a cookie-cutter program. I look to you individual leaders to tailor your programs based on the unique needs of your piece of the organization.”

Costello said he considers the AFAP to be important to the health of an organization, therefore it must not be limited to soldier problems and issues.

“I don’t want to hammer on how you’re going to do it, but certainly this program includes civilian employee

issues,” Costello said. “This program is important because it provides a forum in your communities to let needs be known,” he added, “and the AFAP will be one of three issues I will stress when the command’s new inspector general comes on board this year.”

The other two issues will be the energy of the strategic plan and the Consideration of Others program, he added.

Michele Costello has been an Army wife for 29 years. She married her husband at the beginning of his military career. She is a senior spouse advisor for the command’s AFAP program.

“The most significant change I’ve seen in those years is that the Army recognizes the family as an integral part of the Army,” Costello said. “The Army is an institution. It is not a 9-to-5 job. It is a profession and a way of life.”

She said we’re all in the profession of defending our country, with a shared responsibility to each other.

“And that includes our civilian employees and their families, too. Our civilians are our continuity, and the AFAP is an investment of better quality of life in the future for our soldiers and civilians,” she said.

Senators, commander-in-chief of U.S. Space Command visit command sites

Story & photo by Marco Morales
Huntsville, Ala.

The commander-in-chief of the U.S. Space Command, Gen. Richard B. Myers, visited the command in March.

Myers was accompanied by his wife, Mary Jo. Escorted by SMDC Commander Lt. Gen. John Costello, Gen. Myers received briefings at the command’s headquarters in Arlington, Va., on the latest technology efforts and issues pertaining to SMDC’s mission and developments in the major subordinate elements.

Those briefings included the Army Space Command, the Force Development and Integration Center, and the Army Space Program Office. Other briefings included Army space control initiatives; national missile defense; the Integrated Concept Team for Space Control; and Doctrine, Training, Leadership, Organization, Materiel, and Soldiers issues.

The next day, at the command element in Huntsville, Myers received briefings on the Space and Missile Defense Acquisition Center; the Missile Defense Space and Technology Center; and the Space and Missile Defense Battle Lab, which



Lt. Gen. John Costello (left), greets Senators Mary Landrieu (center) and Robert Smith during their visit to the Advanced Research Center last month.

included an overview of the Advanced Research Center.

“I think the visit by General Myers and his wife went well,” said Col. Robert B. Pollard, Jr., SMDC chief of staff. “General Myers’ view of our command is much clearer than before.”

Michele Costello, wife of SMDC’s commanding general, escorted Mrs. Myers to briefings on the widespread command’s active role in its local

communities.

Mrs. Myers also toured historic Huntsville, the U.S. Space and Rocket Center, and NASA’s Marshall Space Flight Center on Redstone Arsenal.

Later in the same week, the command hosted Senators Robert Smith (N.H.), Mary Landrieu (La.), and Jeff Sessions (Ala.) in Huntsville.

The trio was given updates on national missile defense;



(Air Force photo)

Air Force General Richard Myers is the commander-in-chief of the U.S. Space Command in Colorado Springs, Colo. Myers visited SMDC last month.

the Theater High Altitude Area Defense system; the Patriot-3; Medium Extended Air Defense System; Kinetic Energy Anti-Satellite system; and the Atmospheric Interceptor Technology program.

“General Myers’ view of our command is much clearer than before.”

-- Col. Robert B. Pollard Jr.
chief of staff

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U.S. Army Space and Missile Defense Command
ATTN: Editor, **The Eagle**, P.O. Box 1500,
Huntsville, AL 35807-3801
Phone (256)955-1641 or DSN 645-1641
FAX: DSN 645-1214

Commander.....Lt. Gen. John Costello

Public Affairs Officer.....William M. Congo

Editor.....LuAnne Fantasia

Production.....Sybil Baker

Major contributors:

SMDC Staff, Arlington, Va., and Huntsville, Ala.
ARSPACE, Colorado Springs, Colo.
Kwajalein
ASPO, Ft. Belvoir, Va.
HELSTF, White Sands Missile Range, N.M.

Haynes chosen for internship

Selection based on scholastic achievement

Story and photo by Marco Morales
Huntsville, Ala.

Poet Ralph Waldo Emerson said, “Nothing great was ever achieved without enthusiasm.” If enthusiasm requires a formula for reaching goals, LaVerne Haynes has found it by combining perseverance and education.

Haynes, a procurement technician assigned to the acquisition management division, Contracting and Acquisition Management Office, or CAMO, here, was recently selected for an intern position as a logistics management specialist at Aberdeen Proving Grounds, Md. The position starts at the GS-7 level and carries a target grade of GS-11.

“Since I have a strong procurement background I’ll be working in the procurement side of logistics,” she said. And, if all goes well, Haynes said she should be promoted to GS-11 within two years. She is currently a GS-6.

But pursuing her goals hasn’t been easy for Haynes, working a full time job, going to school at night, and raising a daughter who will graduate from high school in May. She received a bachelor’s degree in business administration in management of technology from Athens State University in August 1998. She also earned a certificate in procurement and acquisition management from the same institution last December. Through all of her academic efforts she attained a grade point average of 3.75 which, through a scholastic program, helped her get the internship.

“I started out as an office automation clerk in September 1993,” Haynes said, “and have worked in

the SMDC contracting office since April 1996.”

Some of Haynes’ duties in the CAMO include handling the brunt of Freedom of Information Act requests which require pulling files and determining if information is releasable through SMDC’s Legal Office.

“LaVerne’s job requires a bit of diplomacy in that she has to deal with contractors on these types of actions,” said Richard Kowallik, chief, Acquisition Management Division, CAMO at SMDC. He offered comments about her new job and character.

“This is attributable to the type of employee that LaVerne is because she has worked very hard to achieve the CAMO’s goals as well as her own,” Kowallik said, adding that although no employee is indispensable, Haynes’ will be a hard act to follow. He uses an analogy to make his point.

“If you place your hand into a bucket of water, upon taking your hand out, the level of the water always changes. So, even though an area is filled in, when you remove your hand the water level drops,” Kowallik said, adding, “It’s always a challenge to find someone as dedicated to the job and to professional goals as LaVerne.

“We’re very proactive in encouraging our employees to pursue education,” he said. The Acquisition Management Division has 32 employees.

Haynes, a native of Norfolk, Va., looks forward to being close to home again.

“I feel a sense of sadness having to leave Huntsville because I’ve made a lot of friends,”



LaVerne Haynes, a procurement technician, was recently selected for an intern position in logistics management at Aberdeen Proving Grounds, Md.

Haynes said, adding, “I’ve worked with many exceptional bosses — one of whom Richard [Kowallik] has been. In life, nothing is possible without God’s favor and keeping faith in him.”



Lt. Col John Ramey

He’s got turf

Story and photo by LuAnne Fantasia
Huntsville, Ala.

The vast expanse of that turf is daunting...56 million square feet of it. Manage that.

Lt. Col. John Ramey did manage that, and he did it well enough to earn an award for it; a simple acknowledgement for a not-so-simple job.

Before coming to the command last August as the deputy chief of staff engineer, Ramey was the director of public works for the 104th Area Support Group in Hanau, Germany. He was on the autobahns constantly for three years to guard the welfare of an area comparable to Forts Bragg (N.C.) and Hood (Texas) combined; with 12 thousand housing units; a \$156 million operating budget; an \$80 million construction program; 49 people on his direct staff; and 1100 others for whom he provided the operational roadmap, annual work plans, and set the standards and goals.

Oh yeah...the people. Don’t forget the soldiers, civilian employees, and family members who, whether they realized it or not, indirectly depended on Ramey for a big chunk of their quality of life. When living and working in a foreign country, that quality of life is even more crucial to readiness and performance.

So, the 20-year Army veteran, Georgia native, was selected for the 1998 Executive of the Year for the U.S. Army Europe and 7th Army’s Directorate of Public Works. Ramey’s name went into the hat with winners from the other major Army commands for the Army wide award, and guess what?

He was notified by Lt. Gen. Joe Ballard, chief of engineers, that he won the Army wide award also. Ramey will receive the award at the Engineer Force 21 conference in late April. But, Ramey isn’t sitting around. In this command—with elements spread from the Marshall Islands in the Pacific to the East Coast, Ramey is on the road again—and in the air. He’s got a lot of turf to cover.

Hera target successfully blazes New Mexico skies

by Gerda Sherrill
Huntsville, Ala.

A Hera target system successfully flew at White Sands Missile Range, N.M., in mid-March, in support of the Patriot Advanced Capability, or PAC-3, seeker characterization flight test.

The Hera—developed by this command for the Ballistic Missile Defense Organization—is a tactical ballistic missile target typically used for test and evaluation of BMDO interceptor systems. The Hera target flown for this test was the Block IIC Hera configuration with a modified

ballistic reentry vehicle with a submunition payload.

Flown from Launch Complex 96 at Fort Wingate, N.M., it reached an altitude of 92.5 kilometers and flew 350.1 kilometers down range in 406 seconds.

The target missile flew a northwest to southeast trajectory to White Sands Missile Range to support an endoatmospheric observation of the separated ballistic reentry vehicle by the PAC-3 seeker.

The target was launched on a 148-degree azimuth and allowed to coast for 100 seconds after first stage

burnout to accommodate trajectory shaping and first-stage motor placement in the designated impact area.

Following simultaneous first-stage separation and second-stage ignition, an energy management maneuver and a dogleg maneuver were performed to place the target complex on the final flight azimuth of 140 degrees. Following the second-stage thrust termination, the second-stage motor/guidance and control section were separated from the ballistic reentry vehicle to provide the desired conditions at the altitude of interest.

Prime contractor for the Hera targets program is Coleman Aerospace Company of Orlando, Fla., supported by principal subcontractors Space Vector Corporation of Fountain Valley, Calif., and Aerotherm Corporation of Mountain View, Calif. The Space and Missile Systems Center of the U.S. Air Force provides the booster motors. The program is managed by Lt. Col. James Matthewson, the theater targets product manager, a division of the Ballistic Missile Targets Joint Project Office, Col. George Birdsong, director.

Aerial view of the island of Roi-Namur.



More than 1,150 Marshallese are employed at Kwajalein, Roi-Namur, and Meck Island, most of whom work for Raytheon or Ire.



Kwajalein Job Corps Center celebrated the opening of its new educational building last year. Hundreds of young Marshallese men and women have studied at the center.



Renovation of the Enniburr pier is one of three recent troop

Partnership reap

Story and photos by Preston Lockridge
Kwajalein Atoll

The presence of the Kwajalein Missile Range in the Marshall Islands brings important benefits to the Republic of the Marshall Islands and its people. These benefits total well over \$30 million each year. Two of the most important benefits are the employment of more than 1,150 Marshallese who earn over \$14 million in annual income and the payment of \$2.8 million each year in local taxes by the American contract employees on Kwajalein and Roi-Namur. The payment of \$13 million a year for the lease of 11 islands in the Kwajalein Atoll is made primarily to landowners. Other financial benefits include U.S. Army construction projects such as the renovation of piers and construction of buildings on Ebeye and Enniburr and more than \$2 million each year in excess property, buildings, and materials furnished to the RMI.

Compact of Free Association

Signed and implemented in 1986, the Compact of Free Association is the charter for our relationship with the RMI. Under terms of the compact, the United States and the RMI have responsibilities to fulfil. For example, the U.S. has full responsibility and authority for the defense and security of the Marshall Islands.



construction projects at Kwajalein Atoll that benefit the RMI and its citizens.



In the photos above and below, mens' teams are enthusiastic competitors in Kwajalein softball leagues.



os benefits for Americans and Marshallese

The compact itself is not up for negotiation. Our basic relationship of free association will continue. But some of the provisions of the compact—including the economic provisions—expire in 2001. Negotiations for renewal are scheduled to begin this October.

Two of the benefits of the compact are discussed in the following topics.

Employment of RMI Citizens—USAKA/KMR is the largest private employer of Marshallese citizens in the entire country and second to the RMI Government in total employment. About 1,100 Marshallese are currently employed by USAKA/KMR. All together they earn \$14,275,600 per year.

Local taxes—The compact requires USAKA/KMR contractor employees to pay a 5 percent income tax. These employees, largely American, paid more than \$2,814,000 in taxes to the RMI in 1997.

Island lease agreement

USAKA/KMR has a 15-year lease on 11 islands in the Kwajalein Atoll. The lease may be extended for another 15 years upon notification to the RMI.

With inflation adjustments, lease payments total

close to \$13 million a year. Most of this money is paid in turn by the RMI government to the major Kwajalein landowners. However, a portion goes directly to the Kwajalein Atoll Development Authority each year.

Construction projects

A number of construction projects that benefit the RMI have been planned, completed, or are in progress within Kwajalein Atoll. Recent projects include:

Renovation of Ebeye pier (1997)—Repair of the 60-year-old Ebeye pier was funded through special Department of Defense funds from the Humanitarian and Civic Action Program (HCA, Title 10) of the U.S. Pacific Command. Construction was accomplished by U.S. Army troops, who were brought in from the United States to do the work.

With a real teamwork attitude, the soldiers worked and cooperated with both USAKA/KMR and the RMI local government. The cost of the Pier project is estimated at \$227,000.

North Camp Water Catchment/Latrine Facilities - Ebeye (1998)—Construction of the water catchment

system and latrine facility of Ebeye's North Camp was completed in April last year. The two-part project put in place a water catchment system with a capacity of 70,000 gallons of water for drinking and household use and a permanent 60-stall restroom facility.

These improvements benefit more than 2,000 residents in the area at a cost of approximately \$359,000.

Enniburr Pier (1998)—Repair of the Enniburr pier was the third Title 10 HCA project completed by Army construction troops within the past two years, with an estimated cost of \$375,000.

On a personal and community level, as well as officially, Americans at USAKA/KMR extend friendship, neighborly support, and assistance to their neighbors in the Marshalls.

Some of the ways that Americans extend friendship and support for our hosts and partners, the Marshallese, are the Job Corps program—with more than 1300 Marshallese young men and women participating; Marshallese children in the Kwajalein school program; Marshallese Cultural Center; medical assistance; technical assistance; athletic programs; and summer fun programs for children.

Double your energy for (exciting!) future

by **LuAnne Fantasia**
Huntsville, Ala.

She has filmed two well-known specials for the public broadcast system; Thinking in the future tense, and a great workout for the mind.

Dr. Jennifer James is a specialist in areas of cultural change, diversity and marketing intelligence.

“There are stages to change,” the urban cultural anthropologist explained to the command and staff at their strategic planning offsite in February.

“First, you get the idea,” she whispered. “You think, ‘Wait. We can do this differently.’ Then, you explore. Do your research. You look at all the information and you say to each other, ‘We can make this change.’

“Next, you make a collective commitment

to make the change. You go for it. You do it, and guess what? You land on your feet,” she whispered again.

James is not a whispering kind of speaker, however. She uses it for a quiet, steel-like emphasis. Her beat is international. Her message is about dynamics.

“Always stretch for the next level up,” she said. “I know you get tired, but change is constant. The world is dynamic. It changes all the time. Life is dynamic. Business is dynamic.”

She gave the analogy of first-grade students being more computer-literate than their first-grade teachers.

“What happens when those students walk into the classroom knowing their teacher (their leader) doesn’t have the energy for them?”

James said leaders and commanders are potentially in the same situation, with all the resources, but lacking the energy to shift and

grow with the new.

“Economically sometimes you cannot afford to hold on to the old ways. That happens in cultures and it happens in organizations and companies,” she said.

The future, she said, is less hunting and gathering.

Specialists will do that. Today’s kids will do less and less traditional combat support and will fight with their brains, according to James. She said it is tremendously important for the military to recognize these new forms and shapes of the future.

“Double your energy for the future because it is exciting,” James said in conclusion. “Let go of what’s leaving—old technology and old ways of doing business.

“Prepare now—with the changes you make today and with the people you groom in your command—to tell the story of the future.”



photo by LuAnne Fantasia

Huntsville Mayor Loretta Spencer (center), signed a proclamation March 1, recognizing National Women’s History Month and the contributions women have made to this country. Sgt. 1st Class Marilyn Mazalewski (left), and Mary Peoples are pictured with Mayor Spencer.

March: Women’s History Month

Huntsville celebrates observance with two special events

by **Mary Peoples**
Huntsville, Ala.

Employees at the command’s Huntsville element recognized National Women’s History Month on two occasions in March. Mayor Loretta Spencer signed a proclamation March 1, recognizing the contributions women have made to the history of this country.

The command’s EEO office hosted a program March 23, with June Hajjar, director of the Federal Women’s Program, Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs, as guest speaker. Hajjar shared some history on women who put their stamp on

America—women like Amelia Earhart, Molly Pitcher, Sojourner Truth, Abigail Adams, and Carey Nation.

Mary Peoples, this command’s Federal Women’s Program manager, spoke of some of the women in the space and missile defense industry work force who have put their stamp on the industry through their efforts, accomplishments and dedication to excellence.

Some of these women noted were Sara Bruce, Lois Spruiell, Dr. Shelba Proffitt, Dr. Robin Buckelew, Carolyn Thompson, Mildred Balch, Anna Dumas, and Kay Ward.

Intelligence and Security directorate plans for the future

by **John Davis**
Huntsville, Ala.

The command’s deputy chief of staff for intelligence hosted visitors from Washington, D.C., Fort Belvoir, Va., Colorado Springs, Colo., and White Sands, N.M., in early March for a strategic planning offsite conference.

The intelligence and security personnel gathered to learn how others see them, and to discuss where they planned to go as a group. For many it was the first time meeting colleagues with whom they’ve worked telephonically for years.

Day one focused on understanding

the I & S challenge. Lt. Gen. John Costello opened the conference by providing a perspective on the importance of the I & S mission to the command’s operations. Among the guest speakers was Dr. Tom Ward, director of the threat and countermeasures directorate at the Ballistic Missile Defense Organization. His insights revealed how SMDC intelligence and security support reached into the halls of Congress. Subsequently, four customers of intelligence and security support pitched their programs’ requirements, summarizing what they liked and expected from the SMDC intelligence and security community. The

customers were Battle Lab’s Pam Caruso; PEO-THAAD’s Kevin Nash; Mike Grannan of JLENS; and MDSTC’s Mike Lash and Greg Jones.

Brenda Turner and Dennis Stout elaborated on how our web page has been “recruited” to perform significant intelligence work.

The second day focused on the way ahead, with participants identifying their customers and our relationships with others in the national I & S community. We evaluated ourselves, given the command goals, and asked if we are seen as facilitators of mission needs or as rule enforcers. Workgroups developed a feedback questionnaire and addressed the vision and strategic

goals of the deputy chief of staff intelligence. A review of the civilian intelligence personnel management system launched a spirited exchange, and Janice Williamson ended the day showing how personnel security has gone into cyberspace. Sgt. 1st Class Donnie Daughtery explained the command climate study and where the Consideration of Others program is going, while Tom Ryan presented a well-received film about e-mail, “The Plugged-In Mailbox.”

It was a good event to promote a better working relationship within the SMDC I & S community, accomplish important training, and to begin the strategic planning process.

AROUND THE ARMY

New Army policy

WASHINGTON—A new Army policy on fraternization took effect March 2, giving officers and enlisted soldiers, who are now dating, one year to marry or end their relationship.

The new “good order and discipline” policy revises Army Regulation 600-20. Besides restricting personal relationships between soldiers of different ranks, it also limits private business deals between officers and enlisted soldiers. While the policy does not prohibit transactions such as selling a car or renting a house, it does restrict the lending of money or entering into long-term business partnerships. Business relationships, which were allowed under the old policy, are exempt until March 1, 2000.

Secretary of Defense William Cohen directed in July 1998 that all services align their fraternization policies. The Army’s “Good Order and Discipline Policy” is a direct result of that directive, officials said, and not only applies to relationships between soldiers, but also relations of Army personnel with service members in other branches.

Assistant Secretary of the Army for Manpower and Reserve Affairs, Patrick T. Henry, said the new policy reflects the need for the military services to have standard policies because of the increasingly joint character of modern military missions.

The policy immediately prohibits officers and enlisted soldiers from beginning any new romantic relationship. However, if the relationship existed prior to March 1, officials said the soldiers have until March 1, 2000 to get married, break up or face the consequences.

The policy also prohibits relationships between permanent-party soldiers and initial-entry trainees, whether stationed on the same post or not. It prohibits romantic relationships between recruiters and potential recruits, without regard to where the applicants live or where the service member is stationed.

In fact, the new policy prohibits any relationship between soldiers of different ranks if the relationship appears to compromise supervisory authority, or could result in preferential treatment. Relationships are prohibited if they appear to involve the improper use of rank or position for personal gain. Relationships are also forbidden if they will have an adverse impact on unit morale or the ability of a command to accomplish its mission.

Officials said the new policy is not intended to preclude normal team

building such as community organizations, family gatherings, unit-based social functions or in any way limit athletic competition. Unit-based social functions include picnics, hails and farewells, right arm night and bring your boss night.

“I want to stress that the Army has always emphasized the importance of sound professional interpersonal relationships to the success of Army missions,” Henry said. “The nature and structure of our Army demands that officers and enlisted work together in teams and units under trying circumstances. Unit cohesion is essential to build the confidence and trust necessary for units to fight and win on the battlefield. Good, professional leadership and common sense will make these new policies work for the good of the Army,” he said.

Relationships between Reserve Component members are exempt from the new policy if the relationships are primarily based on civilian acquaintances. Personal relations between Regular Army and Reserve component soldiers are also allowed, with the same stipulation. However, officers and enlisted soldiers cannot date if either are on active-duty tours or serving in full-time Guard or Reserve positions.

The new policy gives commanders at company-level the authority to prohibit relationships that compromise or appear to compromise the integrity of authority or the chain of command. *(by Sgt. 1st Class Connie E. Dickey, Army News)*

Millions eligible for certificates

WASHINGTON — Between 18 million and 22 million former and current service members and DoD civilians can apply for certificates honoring them for their parts in winning the Cold War.

Those qualifying for the certificates can apply via the Internet at <http://coldwar.army.mil>, e-mail at cwrs@Fairfax-emh1.army.mil, or fax at (703) 275-6749.

Applicants can also mail requests to:

**Cold War Recognition
4035 Ridge Top Road, Suite 400
Fairfax, Va. 22030**

Applicants must present proof of service. Army officials caution applicants not to send original documents because they cannot be returned. Applicants must use fax or mail to submit supporting documents.

Persons are eligible for the

recognition certificate if they have military or civilian service with the War, Navy or Defense departments between Sept. 2, 1945, and Dec. 26, 1991.

Military personnel can use any of the following documents as proof of service: DD Form 214 (Certificate of Release/Discharge from Active Duty); WD AGO Form 53-55 (War Department Separation Document); or Oath of Office — Military Personnel or Letter of Appointment. For copies of these records, write to:

**National Personnel Records Center
(Military Personnel Records)
9700 Page Ave.
St. Louis, Mo. 63132-5100**

Qualifying civilian service can be proven with a Standard Form 50 (Notification of Personnel Action); Standard Form 2809 (Health Benefit Registration Form); an award certificate with employee’s name, name of service or agency, and dates; or retirement forms with the employee’s name, service or agency and dates.

Federal civilian personnel may obtain employment verification or copy of their records by writing to:

**U.S. Office of Personnel Management
Employee Service and Record Center
P.O. Box 45
Boyers, PA 16017-0045**

A telephone help line is (703) 275-6279. *(by Jim Garamone, American Forces Press Service)*

Remains identified and returned

The remains of three American servicemen previously unaccounted for from Southeast Asia have been identified and are being returned to their families for burial in the United States.

They are identified as Navy Cmdr. John C. Mape, San Francisco, Calif.; Air Force Maj. John E. Bailey, Minneapolis, Minn.; and Navy Petty Officer 2nd Class John F. Hartzheim, Appleton, Wis.

Analysis of the remains and other evidence by the U.S. Army Central Identification Laboratory Hawaii confirmed the identifications. There are 2,069 Americans who remain unaccounted for from Vietnam.

The U.S. government welcomes and appreciates the cooperation of the government of the Socialist Republic of Vietnam and the Laos People’s Democratic Republic, which resulted in the accounting of these servicemen. Full accounting for these Americans is a national priority. *(American Forces Information Service press release)*

Air-launched target test in Pacific is a GO!

**by Gerda Sherrill
Huntsville, Ala.**

It was a milestone test in the development of a new target for theater missile defense programs. It had mobile-launch capability. It was a success.

Successful testing of the Short Range Air Launched Target, or SRALT, in a risk reduction flight was announced in late March by the Ballistic Missile Defense Organization and this command’s Ballistic Missile Targets Joint Project Office and Theater Targets Product Office. The test was held over a broad ocean area of the Pacific.

As a risk reduction flight, the primary objective was to demonstrate the capability of air-launching a ballistic missile target. The target, using an inertly guided single-stage SR19 booster, was successfully extracted from a USAF C-130 aircraft, descended by parachute, ignited its motor, and performed a suborbital flight test.

The government mission manager, David Brand, said, “This successful SRALT mission illustrates the strength of the aerospace industry to meet the technical challenge of providing a new air-launch target capability that can be used at test ranges worldwide.”

The target missile successfully demonstrated the capability to locate its exact position after being extracted from the aircraft, ignite its motor while free-falling through space, and then fly a predetermined 300-kilometer trajectory to an exact point in the ocean. A variety of mobile sensors were present to gather data on the flight test. The target missile performed well within the parameters of mission planning requirements and will provide useful information for future efforts. This data will now be processed and analyzed in support of developing BMDO theater missile defense systems.

This test represents the first time the United States has launched and flown a ballistic missile target to an exact point down range after being extracted from a cargo aircraft. The success of this mission provided an enhanced capability to use the SRALT in support of major interceptor development programs.

“It expands our suite of ballistic missile targets and provides our nation’s tactical interceptor programs with targets that closely replicate threat missile scenarios,” Brand said.

Coleman Research Corporation of Orlando, Fla., developed and launched the SRALT for the risk reduction flight.



Hail & Farewell ...

Welcome to Capt. **Derrick Hayes** and **Johnetta Graves**. Farewell to Col. **Bob Arnone**; **Lavada Dalton**; and **Don Carver**. Farewell and best wishes to the following term employees: **Cynthia Rice**, **Cynthia Binford**, **Mary Jones**, **Sonya Payne**; **Sherrye Alexander**; **Rhonda**

Williams, Dena Gordon-Simon, Tina Arrington, Kelly Hopkins, and Mary Lee.

Awards ...

Dr. Dick Fisher, Decoration for Exceptional Civilian Service; **Sonya Payne**, Commander’s Safety Award for Excellence; **Sherrye Alexander**, Army

Achievement Medal for Civilian Service.

Promotions ...

Sharon Watkins-Lang

Retirement ...

Carolyn Thompson

Secretaries give real support



April is Secretaries' Month



Army Space Command secretaries (left to right, top row:) Maureen Hickey, Karen Fortney, Dorothy Bell, Keri Clark, Mardi Dudash, Stephanie Johnson (left to right, middle row:) Deborah King, Barbara Miskell, Sharon McKinney, Frieda Tata. (left to right, bottom row:) Karol Boutwell, Sandie Porter.

photo by Melva Tilliar

by Melva Tilliar
Colorado Springs, Colo.

The words efficient and reliable describe the secretaries and support staff at Army Space Command. So in conjunction with National Secretaries' Week/Day, Army Space recognizes its "real support".

Karen "Knowledgeable" Fortney, Secretary to the Commander.

"Secretaries find themselves in extraordinarily sensitive and influential situations. They set the conditions for both their bosses' success as well as our soldiers' success. That's a unique, demanding, and crucial responsibility. We're fortunate to have a Time on Target crew at Army Space who know how to do both tasks superbly," said Col. Michael McKeeman, Commander, Army Space Command.

"Army Space is a family and team environment. I truly enjoy the time I spend here," said Fortney.

Sandie "Superior" Porter, Secretary to the Chief of Staff.

"Faster than a Pentium III; more accurate than Word Spell Check; more organized than Calendar Creator Plus; able to execute more simultaneous tasks than Windows NT; and protector of God's small creatures," said Col. Steven Bowman, Chief of Staff, speaking of his secretary.

"Army Space is the place to work," said Porter.

Barbara "Brilliant" Miskell, Secretary to the Technical Director

"Barb is always thinking ahead to save the office and everyone she supports from unnecessary work or doing something counter productive (dumb). She keeps this place running smoothly," said John Marrs, Technical Director.

"I work with a great bunch of people. I couldn't ask for more consideration and support. I think we all work very well together," said Miskell.

When she is not at work, Barb plays handbells and sings in her church choir.

Karol "Knows All" Boutwell, Secretary to the Deputy Chief of Staff

for Operations. "Karol is clearly the primary reason we function efficiently and effectively. Her institutional knowledge of Army Space Command and our missions make her an invaluable asset not just to us, but to the entire command," said Tim Lynch, Acting Deputy Chief of Staff for Operations.

"Space Command is a unique place to work. I find my job very challenging and rewarding," said Boutwell.

Frieda "Flexible" Tata, Secretary to the Deputy Chief of Staff for Intelligence.

"Frieda has a splendid attitude towards the welfare of all people assigned to the command, a professionalism in doing the job right, and a multi-faceted focus toward the rights of all oppressed groups," said Lt. Col. David Berge, Deputy Chief of Staff for Intelligence.

"Having been in the Army community worldwide for 22 years as a signal soldier's spouse, I appreciate the opportunity to continue supporting our soldiers," said Tata.

Tata also serves as Army Space Command's Federal Women's Program representative.

Maureen "Motivated" Hickey,

Secretary to the Deputy Chief of Staff for Logistics.

Lt. Col. Bennie Austin takes a humorous approach. "No whining that you cannot travel to Europe on Thursday for work that begins Monday. Maureen will be missed."

"Army Space has been a great place to work and I have thoroughly enjoyed the time I have spent here.

"There are a lot of terrific folks working in every part of this organization," said Hickey.

Hickey is very excited about her promotion into the field of contracting at Fort Carson, Colo.

Mardi "Marvelous" Dudash, Secretary to the Chief of Operations Division.

"Secretaries play a critical role at Army Space, particularly in the Operations Division, where one secretary supports the needs of the nearly 100 members of the division. The Army's Space Forces could not

successfully deploy were it not for the timely preparation and behind the scenes administrative efforts of our secretary, Mardi," said Lt. Col. Robert Simmons, Chief, Operations Division.

"I totally enjoy working for a top-notch professional staff. Great people-great experiences," said Dudash.

Mardi also serves as an Equal Employment Opportunity Counselor.

Dorothy "Dependable" Bell, Secretary to the Chief of Plans Division.

"Dorothy has been an integral part of the plans family and has been the catalyst for making sure the people of plans were recognized and well taken care of during her tenure in plans. She is a true friend and dedicated employee to the people of the plans directorate," said Lt. Col. William Tanner, Chief of Plans Division.

"After working at many Army installations and organizations, I can honestly say that working for Army Space Command has been the most rewarding. It is a command that promotes family unity, rewards employees, and supports and encourages professional development for both military and civilian personnel," said Bell.

Bell recently transferred to the Logistics Division. She also serves as an Equal Employment Opportunity Counselor.

Deborah "Dynamic" King, Administrative Assistant, Space Communications Division.

"Deborah is one of this command's newest members and hails from the Air Force Operational, Test and Evaluation Command located on Peterson, AFB. We have extended a warm welcome to Deborah and look forward to receiving great support from her," Lt. Col. Richard Doerer, Chief, Space Communications Division.

"Army Space Command is tops with me. I work with and for a team of intelligent, professional, prominent individuals," said King.

Sharon "Supportive" McKinney, Secretary to the Commander, 1st Satellite Control Battalion.

"I think I've got the absolute best

secretary in this command," said Lt. Col. Carole Best, Commander, First Satellite Control Battalion.

"I enjoy my job and the people I work for and with. Army Space Command is truly a wonderful organization," said McKinney.

Stephanie "Splendid" Johnson, Secretary to the Director, Space and Missile Defense Command Battle Lab, Experiments and Exercises Directorate.

"Stephanie has become the one true indispensable person working in the Battle Lab. She keeps me pointed in the right direction day after day. If you want to know what's happening up here, Stephanie's the one to ask," said Lt. Col. John Klemenic, Director, Space and Missile Defense Command Battle Lab, Experiments and Exercises Directorate.

"I really enjoy my job. I believe the role of secretary has changed dramatically over the years. Secretaries are given more responsibility and their duties are more diversified. Unfortunately, in the Federal government, they are recognized not for their job performance, but for whom they work. Hopefully, in the near future this will change," said Johnson.

Keri "Keen" Clark, Division Secretary, Space and Missile Defense Command Battle Lab, Experiments and Exercises Directorate.

"We have really come to count on Keri. She is the continuity within the division, especially since our action officers are on the road so often.

"She is certainly one of the most valuable members of our team," said Maj. Mike Florio, Chief, Battle Lab Experiments Division.

"Working as a secretary for the battle lab has been anything but normal, and I mean that in a good way. They keep me very busy, as well as provide me with daily laughter and cheer," said Clark.

"Our secretaries and support staff are to be commended for their daily superior performance.

"We are fortunate to have such a dedicated team of professionals at Army Space Command," said Col. McKeeman, Army Space's commander.